

Sections in the report

1. Corporate projects and corporate risks,
2. Updates on regeneration projects,
3. Impact of welfare benefit reform.
4. Medium term financial strategy,
5. Financial health-check.

List of appendices

Appendix 1 Corporate projects updates,

Appendix 2 Corporate Risk Register 2021/22,

Appendix A General Fund & Housing Revenue Account main variances,

Appendix B Capital programme monitoring,

Appendix C Corporate Scrutiny Committee additional information requests and areas that should be brought to the attention of Cabinet.

Recovery and reset programme summary

Recovery & Reset Programme Highlight Report			
Completed by:	Tina Mustafa		Date Complete: May 2022
Projects	Project Lead	Due Date <i>Taken from Critical Path Milestones (see page 2)</i>	Highlight
Economic & Regeneration	Anna Miller	16/03/2023	Attended Cabinet in April and approved to go out to market. Awaiting outcome of offer negotiations for MH.
Building Requirements & Utilisation	Paul Weston	30/03/2023	Shortlist of two properties identified for future use. Outline designs now in, costing available for rental on second unit. Initial IT designs and costings available (server room). Letters out to telecoms company to open negotiations of removal of masts.
SMART Working	Zoe Wolicki	29/06/2022	Consultations are completed. 99.9% staff have agreed Smart working. Update policies to reflect SMART working arrangements required. Currently halfway through updating the policies. To date completed 11.
Customer Services Offer (including front of house)	Zoe Wolicki	30/06/2022	Front facing CS continues to be delivered from the TIC and Assembly Rooms. Digital Transformation Portal is now live. Training and coaching ongoing to maintain and enhance skill levels.
Service Re-design	Tina Mustafa	Phase 1: 31/07/2022	ELT support 3-phased approach following base line assessment 2020/2021. Year 1 around efficiency savings to be built into the budget setting review end of October following ELT review on 220921. Proposals around subsequent years to be aligned to the wider corporate planning process. Interdependency with Corporate Mapping which presents a resource risk.
Third Sector & Vulnerability	Jo Sands	28/09/2022	Vulnerability and voluntary sector offer being mapped and linked to citizen engagement plan. Directory of services being collated to inform wider service mapping.
Financial Management & Commerciality	Lynne Pugh	31/03/2022	Budget process completed and provisional 5-year budget approved by Full Council 22/02.
Comms and Engagement	Linda Ram	-	Next phases of comms earmarked are to update on the building and front reception workstream (i.e., when we have a clearer picture of Spinning School Lane site suitability).
Achievements since last period		Planned Activities for next period	
<ul style="list-style-type: none"> SMART Working consultations concluded. All new contracts have been issued. New rota has commenced for onsite attendance. 99.9% staff have agreed Smart working. Currently halfway through updating the policies. To date completed 11. Shortlist of two properties identified for future use. Outline designs now in, costing available for rental on second unit. Initial IT designs and costings available (server room). Letters out to telecoms company to open negotiations of removal of masts. Budget process completed and provisional 5-year budget approved by Full Council 22/02. Front facing CS continues to be delivered from the TIC and Assembly Rooms. Digital Transformation Portal is now live. Training and coaching ongoing to maintain and enhance skill levels 			
Amber/Red Areas		Risks including Stakeholder Issues	
<ul style="list-style-type: none"> Masts – will need to take a negotiated approach as opposed to serving of formal notices. 		<ul style="list-style-type: none"> As per programme control log and risk management tree 	
Recovery & Reset Board Issues		Resourcing Requirements	
<ul style="list-style-type: none"> None 		<ul style="list-style-type: none"> 	




Recovery & Reset Critical Path Milestones

Area	Task	Start date	Planned completion date	Status
Programme	ELT approve programme structure	27/01/2021	27/01/2021	Complete
SW	Research stage for SMART Working	04/01/2021	16/06/2021	Complete
Programme	Outline plan to TULG	09/02/2021	09/02/2021	Complete
Programme	R&R Governance consulting group and board starts	22/03/2021	22/03/2021	Complete
Third Sector	Third Sector continued response to pandemic supporting vulnerable people	16/09/2021	14/03/2023	On track
Service Re-design	ELT agree service redesign plan	20/01/2021	20/01/2021	Complete
Programme	July Cabinet decision to agree options	29/07/2021	29/07/2021	Complete
SmartWorking	SW formal Consultation	30/07/2021	21/01/2022	Complete
SmartWorking	Appointments and staffing report	14/09/2021	14/09/2021	Complete
Service Re-design	Service Re-design Phase 1 Financial Stability	05/02/2021	31/07/2022	On track
Building Requirements	Begin to look for new premises	31/01/2022	30/06/2022	On track
Service Re-design	Service Re-design Phase 2 Targeted Service	01/08/2022	31/03/2023	Not started
Econ & Regen	Commence feasibility on Marmion House	26/08/2021	01/04/2022	Complete
Finance	Finance starts new budget process & include efficiencies	05/07/2021	31/03/2022	Complete
SmartWorking	Begin implementation phase of SMART WORKING	01/10/2021	31/03/2022	Complete
Reception & Customer	Development of Implementation Plan	16/05/2022	31/08/2022	On track
Third Sector	Third sector deliver commissioning framework	01/04/2022	28/09/2022	On track
Third Sector	Third Sector: Supplier chosen for Tamworth advice centre	09/01/2022	09/01/2022	Complete
Building Requirements	Possession and occupation of new premise	01/01/2023	31/03/2023	Not started
SmartWorking	SMART Working Go Live	01/04/2022	29/06/2022	On track
Service Re-design	Service Re-design Phase 3 Root and Branch service review	01/04/2023	31/03/2026	Not started
Building Requirements	Closure of Marmion House	30/03/2023	30/03/2023	Not started

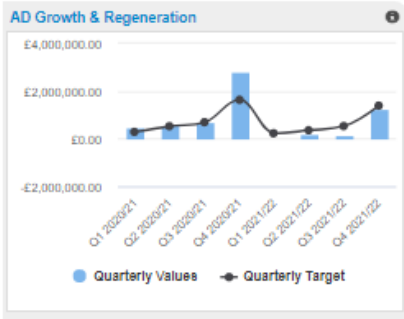
Corporate Projects Summary

Corporate Project	Due Date	RAG Status	Commentary
Review of Corporate Capital Strategy	31st October 2022		An update for Corporate Scrutiny Committee on the asset management work completed to date and details of the next steps planned, was reported on 1st February 2022.
Implement Customer Portal	30th November 2021		Portal is live and members seminar booked for September. Further development of the system is planned and is part of the new corporate project "Digital Development Plan" so progress will be updated through that.
Organisational Development Strategy	1st October 2022		Draft People and Organisational Development Strategy and Action Plan reviewed by Executive Director, Assistant Director People and Head of HR.
Welfare Reform	31st December 2021		Project now completed.
Leisure Strategy	30th December 2022		Tender now awarded.
Town Centre Programme	31st March 2022		
Net Zero Carbon	2050		Step 2 workstreams now set out.

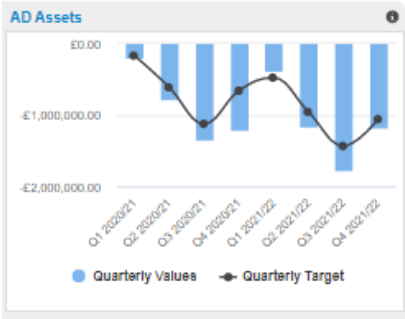
Key to Symbols

RAG Status	Overall Project Status
	Project on track and in control
	Project not on track but in control
	Project not on track

General Fund – Actual Spend



Short stay car parking income exceeded expectations and other minor variances



Additional income re Marmion House and other minor underspends



Minor variances

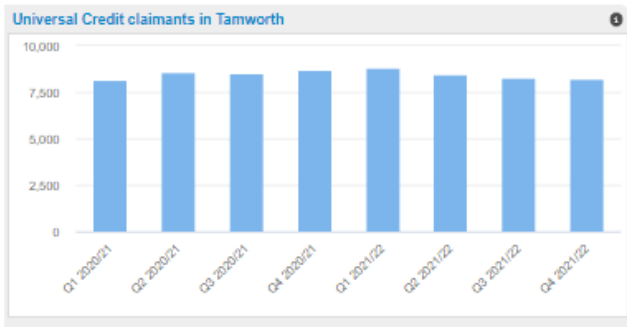


Minor variances

Key

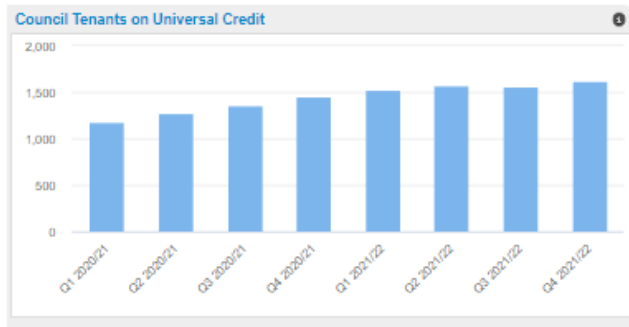
Quarterly Value is the year to date position
 Quarterly Target is the year to date budget

Universal Credit Summary



Commentary

There are 8228 universal credit claimants in Tamworth.



Commentary

There are 1617 council tenants on universal credit.

1. Corporate projects and corporate risks

The Executive Leadership Team identified projects from the Corporate Plan, the monitoring of which would form the basis for this section of the quarterly performance report. Project highlight reports for each of these are included at **Appendix 1** for discussion at Corporate Management Team meeting.

Details on the Corporate Risk Register are included at **Appendix 2**

2. Regeneration project updates

Solway

In the last quarter, the Regeneration Team finalised a detailed options appraisal on Solway Close for private sector rental housing development and evaluation of other appropriate options with an update on the progress made on this work reported to the Corporate Scrutiny Committee in March 2022. This included updated options for the site based on latest market demand, costing information, projected returns and assessment of the risks involved. A decision on the future of the site is planned for the Cabinet meeting on 30 June 2022.

Future High Street Fund (FHSF)

The McBain's team are embedded in the project with regular meetings and updates taking place. McBains have also been procuring specialists as required i.e., Acoustics, asbestos, timber and a fire engineer. Currently, the multidisciplinary team are active on the programme working on design, costings, risk management and planning. A range of organisations are involved to bring the necessary skills and experience to do this including specialist legal advice to support the regeneration programme. In addition, Borough Council officers are working closely with the Borough Councils planning and assets team, Staffordshire County Council Highways, archaeology, ecology, conservation, Historic England and building control.

Heads of Terms have been agreed and dates of vacant possession have been agreed, with the exception of Middle Entry. Royal Institute of British Architects Stage 1 across the programme was signed off by the Programme Board in January 2022.

College Quarter: The acquisition agreement with the Co-op was signed and possession took place on 4th March 2022. This is the first acquisition and will allow for work to start on the refurbishment of the Tamworth Enterprise Centre (TEC) and preparation for the demolition of the 1960's part of the Co-op to ensure that the College can start work in time to meet the deadline of the FHSF funding. The date of the college finding out about their funding bid has moved from January to March however at the end of March this was still not forthcoming. Planning applications for both the TEC and College are expected in the Spring.

Middle Entry: Planning submissions are expected in the spring. Work continues on designing the removal of the bridges, glass covering and the new properties at the Town Hall end of Middle Entry.

St Editha's Square: Work continues on designing the square and the public realm component of the programme. Staffordshire County Council Highways team completed a

walk around with the FHSF team and ownership of the square showing adopted highways and areas owned by Tamworth Borough Council was identified as part of this.

Castle Gateway: Discussions have been held with the Nationwide Building Society regarding the structural requirements for their fit out in the former Peel Café. Ongoing issues regarding fire escape routes continue. However, a fire consultant has been engaged and a solution has been found. Nationwide are currently looking at amended plans with the fire solution to ensure this meets their needs and is factored into the fit and layout they require. Planning submissions are expected in the Spring.

Survey work has been undertaken for the Market Street properties and conservation experts have visited the site, as well as discussions with Staffordshire archaeology department regarding the historic considerations due to the listings of the properties and their proximity to the castle. Options for the widening of the bridge are being drawn up, however the proximity of elements of the scheduled monument have raised issues which are currently being designed out, again liaison with the relevant bodies continues.

Gungate

A red book valuation process has been undertaken with Staffordshire County Council which seeks to evaluate Tamworth Borough Council and Staffordshire County Council landholdings on Spinning School Lane North. The outputs of this are available and will inform future discussions.

As at March 2022 there have been no further discussions with the new police station owners.

Discussions held with Homes England (HE) to assist the Borough Council in unlocking the potential of regeneration sites across the town continues informally between the Economic Development (ED) team and HE officers. A number of meetings have been held and site visits undertaken to build relationships and scope the potential for regeneration. A draft Memorandum of Understanding is expected to be received shortly.

Work on a car park demand study is underway, financed by HE, the outputs of which will be available shortly. HE has confirmed that they have secured (internally) significant funding to start to investigate the potential of the Spinning School Lane South Gungate site and this is confirmed as their immediate priority.

Amington Local Centre

The ED Team is working up options to determine the best way to market the site for a local centre at the front of the site.

3. Impact of Welfare Benefit Reform and Covid 19 on Council services

Quarterly updates are presented to monitor the impact of welfare benefit reform changes on Council services including customer demand via monitoring of calls/contacts together with the financial impact of collection and demand for benefits and effect on income streams such as rent, council tax and business rates. COVID19 has inevitably also had an impact on these matters

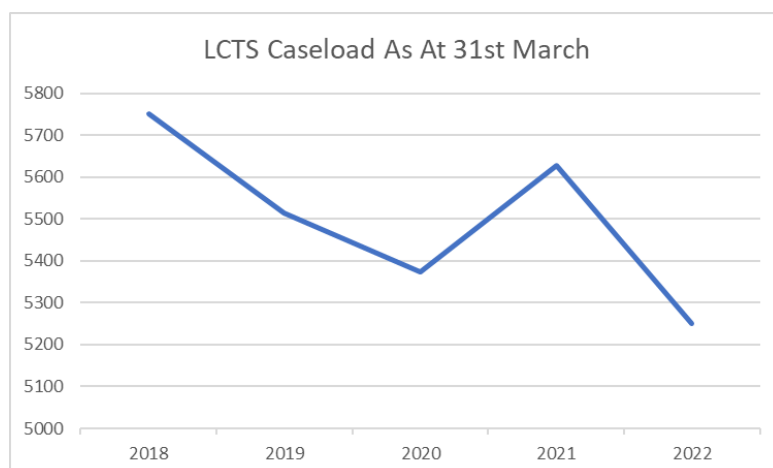
Benefits

A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £138k (£172k at 31st March 2021) with 207 successful claims from 325 applications (compared to 236 successful claims from 336 applications at 31 March 2021). There is a 3-week backlog (2 weeks as at 31st March 2021) of claims still to be processed.

Local Council Tax Reduction Scheme (LCTRS) claims are lower than 2020/21 (5,055 claimants as at 31st March 2022 compared to 5,354 at 31st March 2021) with a total scheme cost of £4.7m (£4.5m in 2020/21).

Discretionary council tax support totalling £95k has been granted up to 31st March 2022. It has increased significantly in the last quarter due to additional funds being made available through the Household Support Fund. A different hardship scheme was in place throughout 2020/21, awarding up to £150 additional council tax support to recipients of less than 100% council tax support. This was in addition to the ongoing discretionary council tax support scheme therefore, the total discretionary payments made up to 31st March 2021 was significantly higher; £492k.

Live caseload figures are currently 5,250 compared to 5,628 at 31st March 2021, 5,374 at 31st March 2020 and 5,514 at 31st March 2019. This reflects the general downwards trend aside from the increase in 2020/21 due to the pandemic.



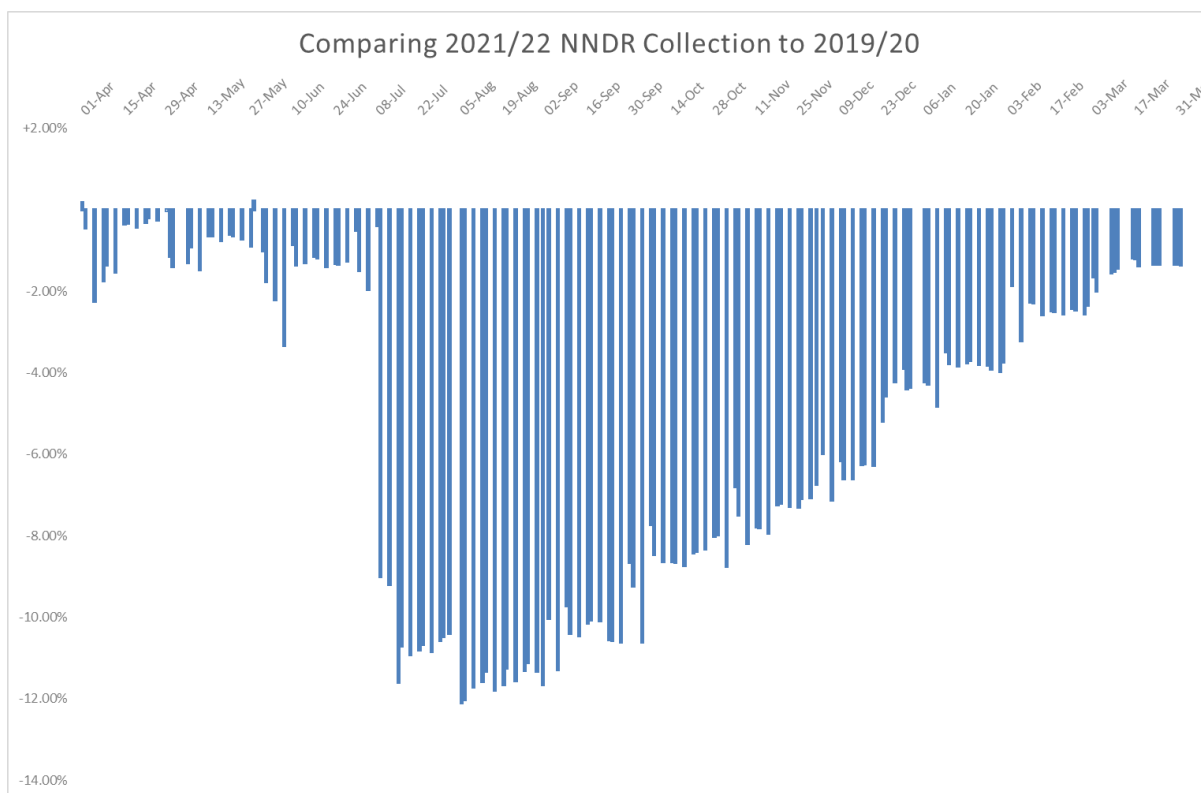
Revenues

Recovery actions have been eased to a degree due to the pandemic with a more generous approach to arrangements to pay. Also, court time has been limited so instead of one hearing per month there were just four hearings in 2020/21 commencing in December and nine hearings in 2021/22.

NNDR

Collection performance is below target with **Page 19** unchanged from before the pandemic -

current year collection levels are at 97.6%, below target by 1.4% at 31st March (98.9% as at 31st March 2020 and 97.7% as at 31st March 2021). There was an impact on collection performance from 1st July following the removal of the 100% retail relief and there were some substantial debits raised late in the financial year which could not be collected until 2022/23. Court costs are £9.4k, above the anticipated level of £5.5k.



Reminders (802 for 2021/22) are at higher levels than 2019/20 levels (630) with summons and liability orders also at higher levels than 2019/20. There have been 232 summons and 123 liability orders (compared to 147 and 95 respectively). There have been 22 enforcement agent referrals in 2021/22 (61 referrals in 2019/20) due to the first court hearing for 2021/22 debts being delayed until 29th June as well as a more generous approach adopted for arrangements. There has been an increase in cases for 2021/22 as the extended retail relief reduced from 100% to 66% for many businesses from 1st July 2021.

In December 2021 the Department for Levelling Up, Housing & Communities announced funding for additional relief in respect of 2021/22 business rates, called the Covid-19 Additional Relief Fund (CARF) an amount of £1.6m has been made available for Tamworth Borough Council to grant as rates relief to businesses that have been adversely affected by Covid-19 that have not received relief under the existing rates relief schemes. The scheme is devised locally and has been reported on separately.

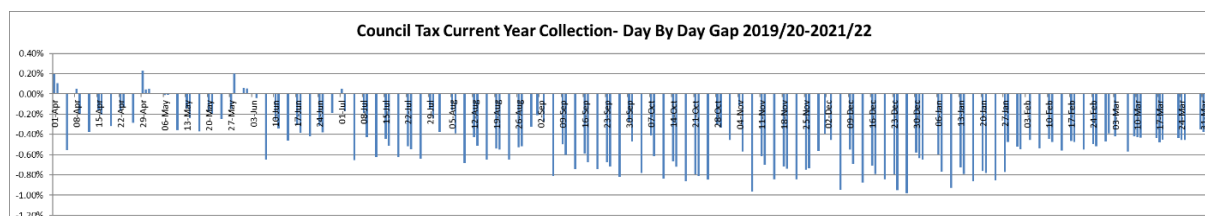
Arrears reduction in respect of 2020/21 stands at 50.6% compared to a target of 50.0%.

Council Tax

Reminders are 7% lower than 2019/20 levels (12,225 at the end of 2021/22 compared to 13,194 for 2019/20) with summonses and liability orders at higher levels (4,280 summonses compared to 3,714 in 2019/20 with 3,155 liability orders compared to 2,878). Attachment of earnings and enforcement agent referrals are at lower levels (308 attachments compared to 395 across 2019/20 and 493 referrals compared to 1,619 in 2019/20) however there were also 1,814 cases passed to Enforcement Agents for pre-compliance action which may have subsequently led to further action by the Agents.

There remains a backlog in processing of correspondence due to additional workload created by the payment of significant levels of grants and reliefs to local businesses arising from the pandemic as well as reduced resources within Revenues due to illness and vacant posts. The Revenues Billing Team backlog has increased from 5 working days at the end of December 2021 to 32 working days at the end of March 2022 (2 working days at 31st March 2020).

The current year collection level of 97.6% is lower than the target of 98.0%, this is also behind the 2019/20 collection performance of 97.9%.



Court cost income is behind that anticipated by £18k at £237k. Arrears collection in respect of 2020/21 of 47.9% is slightly behind the target of 50.0%.

As at 31st March 2022 there were 1,973 live Council Tax universal credit cases. The collection rate for universal credit cases was 80.1% (of a £681k collectable debit) compared to our overall collection rate of 97.6%. The difference shows universal credit collection approximately £119k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 29.8% compared to 73.3% overall, while roughly 1.5% are subject to arrangements compared to an overall figure of 0.5%. In addition, 1,807 reminders have been sent in respect of the 1,973 universal credit cases (11,488 for 34,137 overall liabilities). 21% of live cases have received a summons for non-payment, compared to a figure of 5% overall.

Housing

Summary information provided below explains the increase in numbers of tenants in receipt of Universal Credit as per 2020/21 and 2021/22.

Indicator	Qtr 3 2020/21	Qtr 4 2020/21	Qtr 1 2021/22	Qtr 2 2021/22	Qtr 3 2021/22	Qtr 4 2021/22
Number of Council Tenants on Universal Credit	1,363	1,449	1,519	1571	1556	1617
Number of Council Tenants on Universal Credit in Rent Arrears	980	680	954	987	1077	749
Percentage of Council Tenants on Universal Credit in Rent Arrears	71.9%	46.9%	62.8%	62.8%	69.2%	46.3%
Number of Council Tenants on Universal Credit not in Rent Arrears	383	769	565	584	479	868

Percentage of Council Tenants on Universal Credit not in Rent Arrears	28.1%	53.1%	37.2%	37.2%	30.8%	53.7%
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Total rent arrears (excluding former tenants) at 31st March 2022 were £519k compared to £481k at 31 March 2021 – an increase of £38k (compared to a £26k decrease in the preceding year).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £1.83m at 31st March 2022, compared to £1.78m at 31 March 2021, an increase of £45k (compared to a £64k reduction between 31 March 2020 and 31st March 2021).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) were £1.78m at 31 March 2021, compared to £1.84m at 31 March 2020, a reduction of £64k (compared to an increase of £6k between 31 March 2019 and 31 March 2020).

Write Offs

The Assistant Directors and Heads of Service are responsible for the regular review of debts and consider the need for write off and authorise where necessary appropriate write offs in line with the Corporate Credit Policy.

The position for the fourth quarter of the financial year reported to be reported to Cabinet is shown below.

Type	01/04/21 – 31/03/22
Council Tax	£37,232.71
Business Rates	£2,581.53
Sundry Income	£802.72
Housing Benefit Overpayments	£30,579.02
Housing	£103,457.08

It is still too early to know what effect the pandemic will ultimately have on the economy and resident's ability to pay in the future. It should also be noted that collection levels for prior year debts have returned close to normal levels.

The pandemic has affected people in a number of ways and many of our residents/customers continue to be financially impacted by the crisis, but it should be noted that at present we would not consider the write off of debts unless we have pursued them to the fullest extent (and as a last resort). In cases where extreme hardship has been identified discretionary housing payments and additional council tax reductions have been made, as noted elsewhere in this report, as well as writing off accumulated previous year debt.

The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off in accordance with the schemes of delegation prescribed in the Corporate Credit Policy.

The Council views such cases very much as exceptions. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt together with any factors that it feels are relevant to the individual case.

Universal Credit

With regard to the roll out of universal credit, the current indicators show:

Indicator	Qtr 4 2018/19	Qtr 4 2019/20	Qtr 4 2020/21	Qtr 1 2021/22	Qtr 2 2021/22	Qtr 3 2021/22	Qtr 4 2021/22
live caseload figure	5,514	5,374	5,628	5,575	5,465	5,288	5,055
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,788	8,423	8,263	8,228
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,519	1,571	1,556	1,617
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	954	987	1,077	749
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	62.8%	62.8%	69.2%	46.3%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	565	584	479	868
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	37.2%	37.2%	30.8%	53.7%
Number of Council Tax Payers on Universal Credit	745	1,254	1975	2,024	2,010	1,986	1,973
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	263	425	458	507	420
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	13.3%	21.0%	22.8%	25.5%	21.3%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	1712	1,599	1,552	1,479	1,553
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	86.7%	79.0%	77.2%	74.5%	78.7%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	6,038,764	6,010,269	5,836,961	5,731,629	5,627,616
Discretionary Housing Payments made - Year to date	140,303	135,782	171576	28,083	61,532	105,690	138,331
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	102,688	148625	24,317	58,695	92,536	121,294

4. Medium Term Financial Strategy 2021/22 to 2025/26 monitoring

General Fund

When Council approved the 2021/22 Budget and Medium Term Financial Strategy (MTFS) on 23rd February 2021, the impact of the Covid-19 pandemic on the economy and ultimately the impact for the Council's finances was uncertain - including any lasting effects for individual businesses and their employees. Social distancing measures have continued impacting mainly on the Council's ongoing income receipts.

For two years, the government has only held single-year Spending Reviews, with 2019 being a single year due to the political turbulence around Brexit, and 2020 being a single year, given the COVID-19 pandemic. However, on 7th September 2021, the Chancellor wrote to Secretaries of State to confirm the government's intention to complete a multi-year Spending Review (SR2021), setting revenue and capital budgets for 2022/23 to 2024/25.

As part of the recent Spending Review, no announcement was made about the government's plans for funding reform or a reset of the Business Rates Retention (BRR) system, both of which were originally expected to be implemented in 2019/20, but which have been delayed a number of times.

The 2022/23 local government finance settlement has now been published, for one year only and is based on the Spending Review 2021 (SR21) funding levels. This is the first time since 2015 that, in the context of a multi-year Spending Review, the government has only provided local authorities with a single-year settlement.

No detailed announcements are made on funding reform, though the following statement is made:

'Government is committed to ensuring that funding allocations for councils are based on an up-to-date assessment of their needs and resources. The data used to assess this has not been updated in a number of years, dating from 2013-14 to a large degree, and even as far back as 2000. Over the coming months, we will work closely with the sector and other stakeholders to update this and to look at the challenges and opportunities facing the sector before consulting on any potential changes.'

As part of this we will look at options to support local authorities through transitional protection. Councils should note the one-off 2022/23 Services Grant provided in the Local Government Finance Settlement in 2022/23 will be excluded from potential transitional protections.'

While this means the Council will be able to retain its business rate growth for 2022/23, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2023/24 as, over the coming months, the Government have stated that they will work with the sector before consulting on funding reform.

There is a high risk that these reforms will have a significant effect on the Council's funding level from 2023/24.

It is also the Government's intention to look again at the New Homes Bonus scheme and explore the most effective way to incentivise housing growth. In the longer-term, the Government remains committed to reform and want to take time to work with local authorities to make sure that the approach is right following the planned reviews.

Updated Forecasts

In light of the ongoing impact of Covid-19 on the Council's MTFs, managers were again asked to review their budgets and identify all non-essential spending for 2021/22 as part of the quarter three projections at 31 December 2021 – as part of a managed underspend plan.

As a result, the updated General Fund Draft MTFs forecast at quarter three showed that over the three year period to 2024/25, there will be balances of £2.7m (compared with the previous forecast shortfall of £1.7m) with a shortfall in balances of £0.9m over the 4 years to 2025/26 increasing to £4.4m in 2026/27 (the shortfall was previously £5.4m over the 4 years to 2025/26 increasing to £9.3m in 2026/27).

Following receipt of the Local Government Finance Settlement and the updated forecast in February 2022, the MTFs projections now identify General Fund balances of £2.8m over 3 years – with a shortfall of £1m by 2025/26 and £4.6m over the 5 years to 2026/27, including the minimum approved level of £0.5m.

Housing Revenue Account (HRA)

With regard to the Housing Revenue Account, a five-year MTFs was approved by Council including significant investment in meeting future housing needs to sustain the HRA in the longer term.

As a result of the updated HRA Draft MTFs forecast at quarter three showed that over the three-year period to 2024/25, balances of £2.7m will remain (compared with the previous forecast of £1m) with a balances of £2.4m over the four years to 2025/26 reducing to £2.3m in 2026/27 (a shortfall in balances was previously forecast at £0.6m over the four years to 2025/26 increasing to £1.2m in 2026/27).

The MTFs projections, approved by Council in February 2022, now identify HRA balances of £2.4m over three years with a balance of £2m over the four years to 2025/26 reducing to £1.8m in 2026/27, including the minimum approved level of £0.5m

Recovery and Reset Programme

In light of the ongoing impact of Covid-19 on the Council's MTFs, Managers have again been asked to review their budgets and identify all non-essential spending for 2021/22 as part of the quarter 2 projections at 30 September 2021 – as part of a managed underspend plan.

Cabinet on 22nd October 2020 approved the Recovery and Reset programme which aims to consider how we can tackle the financial challenges facing the council as a result of the coronavirus pandemic. This will include reviewing services, reducing waste demand on services (basically this is any action or step in a process that does not add value to the customer), exploring opportunities for income generation and identifying any further savings.

An update including recommendations for the next steps was approved at Cabinet 29th July 2021 including the continuing work the agreed actions to address the financial position in future years:

1. Financial Management and Commerciality – Seeking to remove historic underspends and adopt an in-service approach to rigorous and controlled spending.
2. Smart Working – Exploration of the business impacts around current levels of home working and what the future is for AGILE working.

3. Building Requirements and Utilisation – Consideration of the best use of all our property assets to ensure the council’s resources are focused on front line service delivery.
4. Front Reception and Customer Service Offer – Exploration of customer service models to assess the impact of front reception closing during the pandemic and how acceleration of digitising services can be delivered whilst ensuring our most vulnerable customers retain face to face services.
5. Service Re-design and Review – An organisational wide review of each service to identify short, medium and longer-term opportunities to improve delivery of services central to the council’s core purpose and strategic aims.
6. Third Sector Support and Vulnerability Strategy – Recognising that one of the most positive outcomes to the Pandemic is the overwhelming ability of ‘anchor organisations and communities’ to mobilise and support each other, this project will explore how the Council’s commissioning framework can be aligned to build on these foundations going forward and how we define and develop our vulnerability strategy, building on the baseline assessment commissioned over the summer.
7. Economy and Regeneration - Work has continued on the future of our high street and alongside this the economic recovery and regeneration of Tamworth is central to our future Recovery and Reset.

Together with any opportunities arising from the response to the Covid-19 pandemic, for Member consideration during the budget process.

The overriding goal is to make sure our organisation remains fit for the future, while protecting services to the most vulnerable in our community.

General Fund

	General Fund						
MTFS Projections 2020/21 - 2026/27	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2021	(6,753)	(6,547)	(3,845)	(526)	2,790	6,544	-
Revised Forecasts:							
Revised Forecast Balances - July 2021	(8,003)	(8,013)	(5,172)	(1,792)	1,469	5,169	-
Central Case Forecast Balances - October 2021	(8,003)	(8,630)	(5,309)	(2,086)	1,182	4,855	8,850
Draft MTFS Forecast January 2022	(8,003)	(8,630)	(8,176)	(5,518)	(2,750)	428	3,937
MTFS Forecast January 2022	(8,003)	(8,691)	(8,434)	(5,669)	(2,796)	488	4,104

As a result, the updated General Fund MTFS forecast shows that over the three-year period to 2024/25, there will be balances of £2.8m (compared with the previous forecast of £2.75m) with a shortfall in balances of £1m over the four years to 2025/26 increasing to £4.6m in 2026/27 (the shortfall was previously £0.9m over the four years to 2025/26 increasing to £4.4m in 2026/27).

Further savings of around £0.9m p.a. will be required over the next five years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year-on-year ongoing saving of £0.3m over five years.

The forecast has been updated to include:

Proposed Change:	Budget Impact
<i>Savings / increased income</i>	
S31 Grant Compensation for reduced Business Rates 2021/22 (transfer to reserve in 2021/22 & from reserve 2022/23)	£(939)k 2022/23 only
Collection Fund surplus – Council tax (was £(33)k)	£(105)k for 2022/23 only
Section 31 grant income following Business Rates NNDR1 forecast	£(2.017)m for 2021/22 only
Updated Lower tier grant	£(2)k for 2022/23 only
Revised underspend period 9	£(59)k in 2021/22 only
Final Revised recharges	£(26)k p.a.
<i>Additional costs / reduced income</i>	
Reduced Business Rates following NNDR1 forecast	£1.667m for 2022/23 only
Business Rates Collection Fund Deficit following NNDR1	£939k for 2022/23 only
Revised Business Rates Levy – 50% of retained business rates growth (was £937k) following NNDR1 forecast	£175k for 2022/23 only
Capital programme – revenue costs	£10k p.a.
Reduced R&R savings – Voluntary Sector Grants	£40k p.a.
Castle Salaries – revised grades	£6k 2022/23 then £8k p.a.
Communications Team – permanent full time Head of Service	£0.5k p.a.
Assets Team Restructure (GF)	£51k p.a.
Revenue maintenance costs associated with Audio/Video technology for Town Hall	£12k p.a. from 2023/24
WMCA fee increase	£5k p.a. from 2022/23 & another £5k p.a. from 2023/24
Inflationary impact of policy changes	£0.3k p.a. year on year from 2024/25 (£2k over 5 years)

Balances also held within earmarked reserves for Transformation and Business rates retention will also be available to support the budget and MTFs.

In addition, following finalisation of the provisional outturn underspend for 2021/22 of £0.6m, additional balances of £0.6m are now reported (with closing balances of £9.3m).

Housing Revenue Account

	Housing Revenue Account						
MTFS Projections 2020/21 - 2026/27	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2021	(4,866)	(4,523)	(3,160)	(3,069)	(2,790)	(2,665)	-
Revised Forecasts:							
Revised Forecast Balances - July 2021	(5,610)	(5,257)	(3,921)	(3,859)	(3,609)	(3,512)	-
Revised Forecast Balances - October 2021	(5,610)	(5,581)	(3,152)	(2,178)	(1,046)	88	661
Draft MTFS Forecast January 2022	(5,610)	(5,581)	(3,650)	(3,160)	(2,705)	(2,414)	(2,325)
MTFS Forecast February 2022	(5,610)	(5,335)	(3,384)	(2,875)	(2,401)	(2,041)	(1,833)

As part of the approved MTFS in February 2022, a balanced five-year forecast was presented for the Housing Revenue Account (HRA).

As a result, the updated forecast, over the three-year period to 2024/25, balances of £2.4m are projected with balances of £2m over the four years to 2025/26 reducing to £1.8m in 2026/27 (balances were previously forecast at £2.7m in 2024/25, £2.4m in 2025/26 and £2.3m in 2026/27).

The forecast has been updated to include:

Proposed Change:	Budget Impact
Savings / increased income	
Revised recharges	£(51)k p.a.
Additional costs / reduced income	
Capital programme – revenue costs	£200k over 5 years
Assets Team Restructure (HRA)	£70k p.a.
Revised underspend period 9	£(246)k in 2021/22 only

In addition, following finalisation of the provisional outturn underspend for 2021/22 of £0.9m, additional balances of £0.8m are now reported (with closing balances of £6.2m).

5. Financial Healthcheck – Provisional outturn period 12, March 2022

Executive Summary

This section of the report summarises the main issues identified at the end of March 2022 and is the 'best estimate' of the projected outturn at this time, though subject to the completion of final account working papers and audit procedures.

Details relating to the summary including Directorate commentaries will be available from Corporate Accountancy.

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	YTD Variance £000	Period 11 Predicted Outturn Variance	Comment
Chief Executive	1,569	1,464	(105)	-	Underspend on Joint Waste Unit arrangement
AD Growth & Regeneration	1,389	1,251	(138)	(30)	Short stay car parking income exceeded expectations, other minor variances
ED Organisation	466	447	(19)	(1)	Minor variances
AD People	329	240	(89)	10	Minor variances
AD Operations & Leisure	3,533	3,530	(3)	58	Minor variances
ED Finance	9	9	-	-	
AD Finance	(9,052)	(9,088)	(36)	(207)	Covid 19 Government Grants
AD Assets	(1,060)	(1,171)	(111)	(65)	Additional income re Marmion House, other minor underspends
AD Neighbourhoods	1,188	1,156	(32)	(3)	Minor variances
AD Partnerships	993	936	(57)	2	Minor variances
Total	(636)	(1,226)	(590)	(236)	

The projected full year position identifies a favourable variance against budget of £590k (£236k reported at period 11). This projection has highlighted several budget areas with significant variances (detailed at **Appendix A**).

Capital

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000
Chief Executive	95	-	(95)	95	95
AD Growth & Regeneration	15,454	2,563	(12,891)	12,864	15,427
AD People	253	121	(132)	132	253
AD Operations & Leisure	1,565	392	(1,172)	1,169	1,562
AD Finance	12,131	4,083	(8,048)	4,000	8,083
AD Assets	1,538	617	(921)	849	1,467
AD Neighbourhoods	46	46	-	-	46
AD Partnerships	-	-	-	-	-
GF Contingency	120	-	(120)	120	120
TOTAL GENERAL FUND	31,201	7,823	(23,378)	19,230	27,053

The provisional outturn on capital schemes spend is £7.823m (£9.503m projected at period 11) compared to a full year budget of £31.201m (this budget includes re-profiled schemes from 2020/21 of £15.548m).

At this point it is proposed that £19.230m should be re-profiled into 2022/23 (£17.484m projected at period 11) which will be subject to Cabinet approval.

A summary of Capital expenditure by Directorate can be found at **Appendix B**.

Balances

Balances on General Fund are projected to be in the region of £9.28m at the year-end from normal revenue operations (£8.927m projected at Period 11) compared to £8.69m projected within the 2022/23 budget report – additional balances of £590k.

The change in the predicted out-turn variance since that predicted at period 11 (a favourable change of £354k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

Members should be aware that any unplanned call on the above balance could adversely affect our ability to resource activity within the current medium term financial plan.

Housing Revenue Account

Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	YTD Variance £000	Period 11 Predicted Outturn Variance £000
HRA Summary	(9,056)	(9,035)	21	1
ED Communities	-	8	8	9
AD Operations & Leisure	145	183	38	52
AD People	-	(24)	(24)	(20)
AD Assets	405	158	(247)	14
AD Neighbourhoods	3,365	3,319	(46)	77
Housing Repairs	5,485	4,872	(613)	239
Total	344	(519)	(863)	372

The projected full year position identifies a favourable variance against budget of £863k (£372k unfavourable reported at period 11). Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

Capital

HOUSING REVENUE ACCOUNT	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000
AD Assets	21,358	9,993	(11,365)	11,198	21,190
HRA Contingency	100	-	(100)	-	-
TOTAL HOUSING REVENUE ACCOUNT	21,458	9,993	(11,465)	11,198	21,190

The provisional outturn on programmed capital schemes is projected to be £9.993m (£11.495m projected at period 11) compared to a budget of £21.458m. It is also proposed that £11.198m be re-profiled into 2022/23 (£9.051m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

Total Capital Programme

The provisional outturn on programmed capital schemes is projected to be £17.816m (£20.998m projected at period 11) compared to a budget of £52.659m. It is also proposed that £30.427m be re-profiled into 2021/22 (£26.535m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

A summary of Capital expenditure by Directorate can be found at **Appendix B**.

Balances

Balances on the Housing Revenue Account are projected to be in the region of £6.199m at the year-end (£4.896m projected at period 11) compared to £5.336m projected within the 2022/23 budget report – additional balances of £795k.

The change in the predicted out-turn variance since that predicted at period 11 (a favourable change of £1.235m) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

Corporate Plan Project Updates

Corporate Capital Strategy - Project highlight report

Project due date	31 st October 2022
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
MTFS to include consideration of Capital Expenditure	October 2019	LP	Completed
Monthly Capital Monitoring Reports	From June 2019	LP	Completed
Review Capital Appraisal Process	October 2019	LP	Completed
Review Asset Management Strategy – incorporating revised Stock Condition Survey	October 2022	PW	
Review of Building Repairs Fund (BRF) and planned approach to be developed	August 2022	PW / LP	
Review of Commercial Property – monitoring of performance to be established	August 2022	PW / LP	

Key milestones achieved	Date milestone achieved
Capital Strategy included with Budget and MTFS presented to Cabinet 24 th January 2019 and Joint Scrutiny Cttee 30 th January 2019	January 2019
Feedback received from Link Asset Services and subsequent amendments/updates made to strategy 2019/20	2019/20
ASSG meetings scheduled 1/4ly in diaries starting 28/03/19 – and resumed September 2020 following cancellations due to Covid 19	
ASSG on 26/09/19 reviewed progress for Agreed Capital Programme; considered and agreed report on “Whole Life Costing” and reviewed progress on Capital Strategy Action Plan	September 2019
Draft Capital Budgets for 2020/21 onwards considered by CMT 16/10/19	
Draft Capital Budgets for 2020/21 onwards included in base budget report to Cabinet 28/11/19	November 2019
Initial assessment/baseline position for monitoring BRF and Commercial Property established December 2019	December 2019
2020/21 Draft Capital Strategy included with Budget and MTFS presented to Cabinet 22 nd January 2020 and Joint Scrutiny Cttee 29 th January 2020	January 2020
2020/21 Final Capital Strategy included with Corporate Vision, Priorities Plan, Budget & MTFS 2020/21 approved by Cabinet 20 th February 2020 and Council 25 th February 2020	February 2020
2021/22 Final Capital Strategy included with Corporate Vision, Priorities Plan, Budget & MTFS 2021/22 approved by Cabinet 18 th February 2021 and Council 23 rd February 2021	February 2021
Final Non-Housing Asset Survey report received following work completed by Michael Dyson Ltd, with draft Asset Strategy gap analysis report	December 2021

Implement Customer Portal -Project highlight report

Project due date	30 th November 2021
Overall Project Status	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
CRM Activity <ul style="list-style-type: none"> Single Person Discount Process User Acceptance Completed by CST <ul style="list-style-type: none"> Revenues – tested 	COMPLETE	JSh	Completed
Portal – Portal 360 TBC controlled work <ul style="list-style-type: none"> SPD Portal process UAT to be completed at Phase 2 – see below Stage 2 – Complete Processes <ul style="list-style-type: none"> remaining Council Tax Viewers Moves Processes 	30/01/2022	Jsh	Completed
Portal – Portal 360 Civica controlled work <ul style="list-style-type: none"> Pay360 process to be put into Portal <ul style="list-style-type: none"> remaining Council Tax viewers My Requests tracker in Complaints 	30/01/2022	WB (Civica)	Completed
Knowledge Transfer <ul style="list-style-type: none"> All sessions delivered Self-sufficiency achieved in process building One day training owed to TBC and banked for 2022 	COMPLETE	JSh	Completed

Key milestones achieved	Date milestone achieved
<ul style="list-style-type: none"> Test Portal created and skinned to fit in with Tamworth.gov.uk website 	31/12/19
<ul style="list-style-type: none"> Knowledge Transfer Session – System Admin 	16/12/19
<ul style="list-style-type: none"> Knowledge Transfer Session – Single Person Discount - Process Mapping & Customer Journey – delivered 22/01/2020 	22/01/20
<ul style="list-style-type: none"> System Admin – Build Elements w/c 3rd Feb 	24/02/20
<ul style="list-style-type: none"> Customer Journey Build w/c 24th Feb 	02/06/20
<ul style="list-style-type: none"> Portal user authentication completed 	12/05/20
<ul style="list-style-type: none"> Outstanding documentation ratified and delivered back to Civica 	17/06/20
<ul style="list-style-type: none"> Move Process go Live 	17/07/20

• Final Single Person Discount process build sessions delivered	15/07/20
• Address synchronisation implemented	17/08/20
• Final knowledge transfer session delivered	19/08/20
• Address synchronisation between Local Land and Property Gazetteer process implemented	31/08/20
• Single Person Discount user acceptance testing started	01/09/20
• Capita provide technical documentation to support development of Academy integration	28/09/20
• V29 Upgrade implemented in Test	02/11/20
• Portal Customer Journey Workshop with Civica consultants delivered	16/12/20
• Styling Workshop completed	31/12/20
• Live Portal Server software installed	26/02/21
• Portal infrastructure installed on Live server	26/02/21
• Service Desk to install certificate, register DNS name mytamworth.gov.uk and install Outlook on scheduler server	12/03/21
• New Civica Project Manager – Project revised completion plan written and received	01/03/21
• Handover of project management from Knowledge Performance & Insight Manager to Digital Customer Experience Manager and Head of Customer Experience	23/03/21
• Revenues & Benefits met testing deadline w/c 10 th May	10/05/21
• Report It into live	03/06/20
• Complaints into live	24/05/21
• Demo CMT 10 th June	10/06/21
• Exploring reporting (Mas)	10/06/21
• Digital360 v29 upgrade implemented	07/07/21
• Updated complaints processes to reflect current structure – testing complete, issues identified and plan in place to rectify	07/07/21
• Post Upgrade Testing complete	23/07/21
• Testing of payments process	24/09/21
• Data work for LLPG synchronisation (Ian)	30/09/21
• Payments facility installed	30/09/21
• LLPG into Live & Tested	19/11/21
• De-Duplication complete & tested	18/11/21
• Processes into live for soft launch	06/12/21
• Soft Launch	15/12/21
• Complete Post Implementation Review (Phase 1)	02/02/22
• Prepare communications plan	04/02/22
• Training for Information Governance Team on Complaints	25/02/22
• Handover Complaints Process to Information Governance Team	04/04/22

Leisure Strategy - Project highlight report

Project due date	30 th December 2022
Overall Project Status	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
<p>Review evidence from the Leisure Services priority review in conjunction with Future High Street proposals and Gungate consultation (currently underway)</p> <p>Report to cabinet defining revised scope of the project with timelines for endorsement and delegation of contract award. Report to now include decision to postpone the completion of the leisure strategy at this time (complete)</p>	Aug 2021	AG/SMcG	Completed
<p>Tender for Indoor & Outdoor sports facilities assessment, including a review of the open spaces assessment, together with the feasibility study for Gungate Leisure provision has been delayed but has now been published for consideration by the market. Post covid the 'leisure' requirement may look very different</p> <p>National consultation under way – LGA,CLOA and APSE leading on 'Uniting the Movement' -Sport England's 10-year strategy</p> <p>Local consultation may be required on brief once completed.</p>	Oct 2021	AG/SMcG/AM	
<p>Three phase tender for external consultants</p> <ul style="list-style-type: none"> • Phase 1 - new Indoor and Outdoor Leisure Facilities Assessment • Phase 2 - new open space assessment • Phase 3 – feasibility study for leisure facilities within the Gungate project <p>Submissions to be returned by mid November 2021</p> <p>No submissions received in November - although 8 expressions of interest</p> <p>Investigation of tenderers revealed timeline too tight</p> <p>Tender relaunched closing date 20th January 2022 –</p> <p>this was further extended to February 10th at tenderers request</p>	Oct 2021 January 2022	SMcG SMcG AM	Tender award and process completed
<p>External consultants Knight, Kavanagh and Page appointed</p> <p>Initial meetings and confirmation of brief</p> <p>Evidence gathering commenced with local cubs/providers.</p>	April 2022 May 2022	AG/SMcG/AM	Ongoing and on track
<p>Produce Indoor & Outdoor sports facilities assessment</p> <p>Adoption by Council</p> <p>- this should inform leisure elements to be included in the new Gungate Development.</p> <p>Produce Gungate Cost analysis for Leisure activities.</p> <p>Produce new playing pitch spaces assessment</p>	Feb 2023 Mar 2023 Sept 2022 Sept 2022 Oct 2022	AG/SMcG/AM	Work underway and on track

Key milestones achieved	Date milestone achieved
Report to Cabinet complete	July 2021
Tender published	October 2021
Tender republished	Dec 2021
Tender awarded to Knight, Kavanagh and Page	April 2022

Net Zero Carbon - Project highlight report

Project due date	2050
Overall Project Status	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
<p>The following workstreams and targets were approved at Cabinet on the 18 February 2021:</p> <p>STEP 1: Commission a study and research paper to provide the following initial requirements:</p> <ul style="list-style-type: none"> a) Identify TBC's Carbon baseline b) Deliver against bullet points 2, 3 and 4 from the November 2019 climate change declaration recommendations namely to: <ul style="list-style-type: none"> o Provide an approach to ensure that political and chief officer leadership teams embed the climate change agenda into all areas and take responsibility for reducing where practicable, as rapidly as possible, the carbon emissions resulting from the Council's activities. o Provide an approach that enables The Council (including the Executive and Scrutiny Committees) to consider the impact of climate change and the environment when adopting and reviewing Council policies and strategies; and o Provide supporting information regarding the level of investment in the fossil fuel industry that any of our investments have to facilitate a report to the relevant scrutiny committee. <ul style="list-style-type: none"> • Preparation of tender underway • Tender Live • Appointment of consultant • Draft report to be available by the end of 21/22 corporate year. <ul style="list-style-type: none"> • Cabinet/ISAG 	<p>Comp. by the end of 2021/2022</p> <p>July 21 Sept 21 October 21 Final report due May</p> <p>July</p>	AM	
<p>STEP 2: Focussed research to:</p> <ul style="list-style-type: none"> a) establish the feasibility of the solution(s) b) Provide a cost/benefit analysis assessing financial implications along with the effectiveness of potential solutions to inform future investment strategies. c) A timeline of how the Council will achieve its net-zero carbon status by 2050 indicating key decision milestones necessary to achieve Government Targets. d) Deliver against bullet points 1, 5 and 6 from the November 2019 climate change declaration recommendations namely to: <ul style="list-style-type: none"> o Make the Council's activities net zero carbon by 2050 with an aspiration to achieve 2030 should the council be financially able to do so o Provide supporting information that will assist with future budget cycles and the investment strategy to take into account the actions the council will take to address this emergency. 	2023/2024 (subject to review)	AM	

Key milestones achieved	Date milestone achieved
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Organisational Development Strategy - Project highlight report

Project due date	1 st October 2022
Overall Project Status	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)

Work streams	Due date	Lead	Workstream RAG status
Project restarted June 2020			
The service redesign element of the recovery and reset programme will have major impact on the Organisational Development Strategy. Due to current capacity consultant support will be procured to support the development of the OD Strategy, consultant to be appointed by end September 2021	September 2021	AG/ ZW	Completed
Development phase October – December 2021	December 2021		Completed
Consultation (employee focus group, HOS, TULG, ELT, CMT, Portfolio Holder)	July 2022	AG/ ZW	
Approval of Strategy by Cabinet	September 2022	AG/ ZW	
Action Plan commence and manage via Pentana	October 2022	AG/ ZW	

Key milestones achieved	Date milestone achieved
Quotes evaluated – preferred supplier identified – IODA	December 2019
Preferred supplier advised of contract award and suggested delay due to COVID-19	February 2020
Feedback provided for the unsuccessful suppliers	March 2020
No challenges received from the unsuccessful suppliers	March 2020
Initial scoping meeting held with IODA	May 2020
Scoping sessions held with CMT, Heads of Service and some Line Managers	June 2020
Programme Developed and approved to be delivered virtually	September 2020
Delivery commenced	December 2020
Programme comprises 7 cohorts with 73 delegates All 7 module 1 completed 3 module 2 completed 360 feedback questionnaires completed for cohort 1 – 3	January 2021
4 cohorts completed module 2 360-degree feedback questionnaire completed for cohort 4-7 121 coaching completed for cohort 1-3	February 2021
Cohorts 1-5 have completed Modules 1-3 Cohorts 6 and 7 have completed Modules 1 & 2	March 2021
All cohorts (cohort 1-7) completed Modules 1-3. Cohorts 1 and 2 have completed Module 4.	April 2021
All cohorts (cohort 1-7 completed Module 1-3. Cohorts 1 – 5 have completed Module 4	May 2021
All training has been delivered. 121 coaching for CMT and Heads of Service scheduled for November 2021	July 2021

External consultant appointed to produce the OD & People Strategy. Consultant has commenced reading relevant corporate documents as background reading.	September 2021
External consultant conducted stakeholder engagement meetings with ELT, CMT representatives and Assistant Director direct reports.	October 2021
External consultant has completed reading relevant corporate documents and facilitated an engagement workshop with the HR team.	November 2021
Draft People and Organisational Development Strategy and Action Plan received for review	December 2021
Draft People and Organisational Development Strategy and Action Plan reviewed by Executive Director, Assistant Director People and Head of HR.	January 2022

Town Centre Programme - Project highlight report

Project due date	31 st March 2022
Overall Project Status	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
Town Centre Strategy	2023/24	MF	Town Centre Masterplan is in the new corporate plan as a project to complete
Gungate Masterplan	2020/21	DH	Completed
TIC		ZW	
Place Investment Strategy	2023/24	MF	Place investment strategy is in the new corporate plan as a project to complete
Car Parking Strategy	2022/23	MF	Car parking is in the new corporate plan as a project to complete
Market re-tender	2021/22	MF	Completed
Communications and Engagement		ZW	
Town Centre Funding Applications	Ongoing	MF	No end date - as and when the opportunities arise.
Future High Streets Fund	2020/21	AM	Completed

Key milestones achieved	Date milestone achieved
<p>Town Centre Strategy</p> <p>The FHSF bid which has been in preparation since January 2019 has in part provided the strategy. The RHSS and LGA work coupled with the reset and recovery inclusive growth strategy will assist in delivery of the rest. The FHSF included a town centre masterplan which formed part of the bid submission.</p> <p>Awaiting £14K LGA money received – work to be concluded July 2021 £67K RHSS money received - work to be concluded February 2021 Awaiting SEP money from GBSLEP – work to be concluded March 2022 – not successful £67K Welcome back funding – business case submitted to government May 2021 - successful.</p> <p>Awaiting Corporate town centre vision. Working up package of town centre support to assist in delivery.</p>	<p>Not achieved in the form envisaged.</p>
<p>Gungate Masterplan</p> <p>Masterplan completed</p> <ul style="list-style-type: none"> Member consultation completed. <p>Delay to public consultation for three reasons 1) workload diverted towards Gungate land assembly (PCC, SCC, Buzz Bingo and Atik) 2) workload diverted towards private sector engagement and potential sig. interest from McCarthy and Stone and 3) need to address concerns that Masterplan duplicates FHSF submission particularly around college/Covid 19 has led to re-thinking of the end uses.</p> <ul style="list-style-type: none"> Minor amends to Masterplan underway. 	<p>October 2019</p> <p>June/July 2020</p> <p>Dec/Jan February 2021</p>

<ul style="list-style-type: none"> Public consultation. <p>Public Consultation completed February 28 2021.</p> <p>Consultation findings presented to ISAG on 25th March 2021 and a way forwards set out in a Cabinet report on the 8th April.2021</p>	<p>March/April 2021</p>
<p>Place Investment Strategy</p> <ul style="list-style-type: none"> Place Investment Strategy Completed in draft Awaiting consultation 	<p>April 2019</p>
<p>Car Parking Strategy</p> <ul style="list-style-type: none"> Benchmarking and baseline exercise completed. Further handover meeting with JS. <p>Since the handover of this service in April 2020 the focus has been on understanding the data that underpins the service including the need to address immediate car parking issues around the infrastructure.</p> <ul style="list-style-type: none"> Policy change submitted to renew car parking infrastructure. Approved in principle for £50K. Task and Finish Group established. Preparation of tender. Tender out to market to replace car parking machines. 3 Tenders received Award of Tender <p>Also agreed at Cabinet – to review fees and charges following 6 months of the new machines in situ – to derive a pricing strategy – workload will fall into 2022/23.</p> <p>Machine install</p> <p>Car park demand study underway with Homes England to further support regeneration initiatives.</p>	<p>September 2020</p> <p>October 2020</p> <p>October 2020 December 2020 February 2021 May 2021 June 2021 September Cabinet</p> <p>May 2022</p> <p>Draft in May</p>
<p>Market re-tender</p> <ul style="list-style-type: none"> Tender prepared and with procurement. Tender published. Contract awarded to LSD Promotions, the incumbent market operator. 	<p>October 2020 March 2021 Contract started Mid May.</p>
<p>Town Centre Funding Applications</p> <ul style="list-style-type: none"> FHSF: £21,652,555. To structurally transform the town centre through three distinct projects. ACHIEVED RHSS funding: £67,455. To re-open the high street and specifically to prepare a town centre action plan. ACHIEVED Cultural Recovery Fund (Castle): £250K. Castle Team delivering various digital and online improvements to castle activities. ACHIEVED Cultural Recovery Fund (Assembly rooms): £126,150 ACHIEVED LGA funding: £14,000. To better understand 1) barriers to innovation and evolution of small and new businesses in the town centre and 2) empowerment of businesses to drive town centre improvements. ACHIEVED Bid to GBSLEP: £60K for delivery of an inclusive growth strategy to deliver reset and recovery. This is Borough-wide and not TC focused but will include the town centre. Not Successful. Cultural Recovery Fund (Castle): £125K ACHIEVED will support costs and also deliver improvement to support the visitor experience. Pre-application form submitted for CRF 3 £49K unsuccessful 	<p>Dec 2020</p> <p>May 2020</p> <p>Nov 2020</p> <p>Nov 2020</p> <p>Announcement Jan 2021</p> <p>Announcement expected December 2020.</p> <p>March 2021.</p> <p>Oct 2021</p>

Future High Streets Fund

- Full Business Case sign off and submission to MHCLG
- Clarifications around calculations requested by MHCLG and submitted (for all bidders).
- Successful award made.

Council 21 July
October 2020
December 2020

Welfare Reform - Project highlight report

Project due date	31st March 2022
Overall Project Status	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)


Workstreams	Due date	Lead	Workstream RAG status
Establish Corporate Project group – workstreams mapped as below <ul style="list-style-type: none"> Bi monthly meeting planner sent out for all meetings throughout 2021 		LB	Completed
Transition of Former Tenant Arrears to Mike Buckland's Team in Finance <ul style="list-style-type: none"> Post holder in place from end of September 2021 Management of housekeeping/write offs in addition to former arrears recovery Bi monthly review meetings to track progress and to report on performance 		MB/LP	Completed
Development of a corporate `Welfare Reform Customer Insight, Impact & Performance Data Intelligence` <ul style="list-style-type: none"> Data on all types of welfare benefits across all applicable council departs including UC, HB, DHP, Under Occupation, Council tax reduction, Working tax credit, child tax credit , PIP, benefit cap, state pension, referrals/third sector etc. Customer Experience – capturing customers intelligence; financial hardship, CRM targeting, mosaic data Rents Team – end of financial year rent arrears report & welfare reform impact data Benefits & Council Tax – end of year report for Housing Benefit & Council Tax 	Ongoing	ALL	Completed
To identify third sector commission opportunities and update group monthly <ul style="list-style-type: none"> Personal budgeting/resident support opportunities with County Describe/train/promote on service offer and referrals Opportunities for commissioning – what's offered now and in planning 	Ongoing	KC	Completed
HQN Income Management Accreditation & Annual Workplan <ul style="list-style-type: none"> Refreshing accreditation action plan and service improvement plan informed by HQN ongoing health check commencing April 2021 Delivery of annual Income Management Workplan 2021/22 	November 2021	LB/LL/JC	Completed
Development Corporate Debt Strategy including external supported to be procured Dec 2021 <ul style="list-style-type: none"> Quick quote specification to be completed and published on Intend Feb 22 First draft Corporate Debt Strategy anticipated Spring 2022 	Feb 22	TMM/ALL	Agreed this project would be paused and timetabled within future workplans.

Key milestones achieved	Date milestone achieved
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Corporate Project Group established	Bi monthly meetings
Key work-streams identified linked to team work plans	Workplans refreshed at the beginning of each new financial year
Policy change agreed to facilitate FTA transfer to MB's team Debt management group established Good housekeeping underway on former arrears and debt recover	Completed Sep 2021
Third Sector Commissioning. TAC, retendering closing date 25/10/21 Bet the Cold, Winter Relief – funding available and teams trained on how to make referrals. TAM CAM, 84 Families who receive free school meals now identified to have breakfast with Santa Heart of Tamworth, Christmas Day hot meals HomeStart, Christmas present funding Foodbanks & Scared Heart food shop HomeStart, furniture offer	Ongoing
HQN Rent Accreditation submission of evidence prior to final assessment completed & accreditation successfully awarded December 2021	December 2021
Targeted intelligence data gathering of customer insight (financial hardship) at first point of contact now developed and underway	September 2021


Corporate Risk Register 2021/22

Risk heading					
Finance/Financial stability					


Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
To ensure that the Council is financially sustainable as an organisation	05-May-2022	3	3	9	

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Risk heading					
Modernisation and commercial agenda					


Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work	29-Apr-2022	2	2	4	

Risk heading					
Governance					

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Avoid bad practices and contravention of legislative requirements and ensure the authority is held to account	04-May-2022	3	2	6	


Risk heading

Community Focus

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Safety, health and wellbeing of the citizens of the borough	19-May-2022	3	3	9	


Risk heading




Economic Growth and Sustainability

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Lack of economic growth and sustainability in the Borough at the levels required	05-May-2022	3	3	9	

Risk heading

Organisational Resilience

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Failure to provide services or maintain the continued wellbeing and operations within the Borough	19-May-2022	3	3	9	

Risk Status	
	High Risk
	Medium Risk
	Low Risk

General Fund – Main Variances

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Operations & Leisure	ASSEMBLY ROOMS	SALARIES	285,115	252,834	32,281	Recruitment commenced earlier than anticipated with staggered return of staff
		GENERAL CONTINGENCY	-	(62,250)	62,250	Offset with split profit and this is due to Covid 19 closure
		SPLIT PROFIT EVENT TICKET SALE	137,944	189,750	(51,806)	Theatre programme did not reach full capacity until October, shut for Q1 due to Covid guidance
	PUBLIC SPACES	CONTRIBUTION FROM RESERVES	(369,172)	(424,443)	55,271	
	TBC HIGHWAYS MAINTENANCE	MAINTEN HIGHWAY RELATED ASSETS	83,072	121,290	(38,218)	
		MAINTENANCE OF WATER COURSES	71,276	41,140	30,136	
	SPORT PITCHES	CONT TO RESERVES	60,450	12,000	48,450	Contribution to 3G pitch retained fund
AD Assets	ASSET MANAGEMENT	CONSULTANTS FEES	50,000	-	50,000	Unbudgeted cost related to non-housing stock valuation carried out by Jones Lang LaSalle
	COMMERCIAL PROPERTY MANAGEMENT	BAD DEBT PROVISION	(187,026)	(116,910)	(70,116)	Due to outstanding invoices now settled
		RENTS	(646,130)	(757,250)	111,120	Credit note to cancel invoice mostly offset by reduction in Bad Debt Provision
	MARMION HOUSE	CONTRIBUTION-COMMON SERVICES	(86,764)	(33,540)	(53,224)	SCC still occupying 5th Floor - were expected to move 01/04/21
AD Neighbourhoods	HOMELESSNESS STRATEGY	CONT TO RESERVES	187,710	63,860	123,850	HPG being allocated across different areas of Homelessness prevention and B&B costs, resulting in

		GOVERNMENT GRANTS	(297,287)	(217,434)	(79,853)	underspends within those codes to be put into reserve and used towards CAB, funding Housing Customer Temp post, Floating support etc
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DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
Chief Executive	JOINT WASTE ARRANGEMENT	REFUSE JOINT ARRANGEMENTS	1,268,839	1,622,220	(353,381)	Fees and charges now included in the contract fee
		MISC CONTRIBUTIONS	(68,735)	(37,510)	(31,225)	Based on Lichfield D C estimate position
		FEES & CHARGES	-	(270,430)	270,430	Fees and charges now included within the contract fee
AD Growth & Regeneration	OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(592,847)	(555,000)	(37,847)	Unstable year with regards to Gov policy on Covid and a cautious budget approach, where income has exceeded expectations
	CASTLE & MUSEUM	CONT TO RESERVES	85,930	25,000	60,930	Reserves for kitchen & professional fees
	ECONOMIC DEVELOPMT & REGEN	GRANTS	(25,669)	15,000	(40,669)	Covid Grants
		CONT TO RESERVES	148,533	35,000	113,533	Town Centre Cabinet report to retain underspends
		GOVERNMENT GRANTS	(124,761)	(14,000)	(110,761)	
	COVID-19 BUSINESS SUPPORT TEAM	CONT TO RESERVES	-	64,930	(64,930)	Government grant to be allocated to Town Centre retained fund
		GOVERNMENT GRANTS	-	(64,930)	64,930	
AD Finance	BENEFITS	PROVISION FOR BAD DEBTS	(92,001)	-	(92,001)	Reduction in bad debt provision required
		COUNCIL TENANT RENT REBATES	6,670,490	6,623,390	47,100	Based on DWP est final claim
		CONTRIB TO COUNCIL TAX BENEFIT	141,401	-	141,401	Household Support Fund Government grant allocated to C Tax Benefit
		GOVERNMENT GRANTS	(143,200)	-	(143,200)	

		PRIVATE TENANT GRANT	(4,706,207)	(4,743,950)	37,743	Based on DWP est final claim
	CORPORATE FINANCE	CIL NEIGHBOURHOOD PROJECTS	-	35,000	(35,000)	Funds not released

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Finance	CORPORATE FINANCE	CONSULTANTS FEES	13,186	49,000	(35,814)	Consultants Fees not spent
		CONT TO RESERVES	1,880,890	2,463,690	(582,800)	Additional contribution to reserve to fund 2021/22 NNDR collection fund deficit arising from expanded retail reliefs scheme (which will be needed in 2022/23 due to the collection fund deficit being funded in the following financial year, as part of the budget setting process for 2022/23)
		NNDR LEVY PAYMENTS	1,830,471	1,162,450	668,021	Additional levy payable due to business rates forecast growth in 2021/22
		MISC CONTRIBUTIONS	(264,934)	(437,590)	172,656	2020/21 levy return expected from pool subject to finalisation of NNDR audits
		CONTRIBUTION FROM RESERVES	(186,370)	(220,730)	34,360	Funds re CIL Neighbourhood Projects not released
		RECHARGE OF INSURANCE PREMIUMS	(84,207)	-	(84,207)	Savings as a result of insurance procurement exercise
		COVID-19	EQUIPMENT FURNITURE & MATERIAL	-	45,000	(45,000)
	WIDER COMMUNITY SUPPORT		320,000	-	320,000	Various Covid 19 grants paid, offset by Government contribution
	ARG1 PAYMENT		120,303	-	120,303	
	ARG2 PAYMENT		116,000	-	116,000	
	ARG4 PAYMENT		300,000	-	300,000	

		BEIS ADDITIONAL RESTRICTIONS GRANT	373,849	-	373,849	
		ARG TAXI GRANTS	65,000	-	65,000	
		CONT TO RESERVES	100,000	-	100,000	Reserves for Revenues and Procurement resourcing
		GOVERNMENT GRANTS	(1,592,633)	(185,000)	(1,407,633)	Government Grants re Covid 19

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
Page 52 AD Finance	COVID-19	CONTRIBUTION FROM RESERVES	(7,638,260)	(7,550,750)	(87,510)	
	RECOVERY AND RESET	EQUIPMENT FURNITURE & MATERIAL	-	41,000	(41,000)	Funds not yet spent to be c/f in reserve
		CONSULTANTS FEES	170,773	292,600	(121,828)	Funds not yet spent to be c/f in reserve
		CONT TO RESERVES	144,000	-	144,000	Funds not yet spent to be c/f in reserve
	COUNCIL TAX	CONT TO RESERVES	42,805	-	42,805	Funds to be set aside for Benefits discretionary awards
		MISC CONTRIBUTIONS	(55,250)	(13,450)	(41,800)	

Significant variances identified resulting in an increase in net under-spend of £354k

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Operations & Leisure	ASSEMBLY ROOMS	SPLIT PROFIT EVENT INCOME	27,579	78,000	(50,421)	Shortfall in income not as significant as expected
	PUBLIC SPACES	CONTRIBUTION FROM RESERVES	55,271	-	55,271	Actual contribution less than budgeted
	TBC HIGHWAYS MAINTENANCE	MAINTEN HIGHWAY RELATED ASSETS	(38,218)	-	(38,218)	Underspend not predicted
		MAINTENANCE OF WATER COURSES	30,136	(23,000)	53,136	Expected underspend not achieved
AD Assets	ASSET MANAGEMENT	CONSULTANTS FEES	50,000	-	50,000	Unbudgeted cost related to non-housing stock valuation carried out by Jones Lang LaSelle
	COMMERCIAL PROPERTY MANAGEMENT	BAD DEBT PROVISION	(70,116)	-	(70,116)	Due to outstanding invoices now settled
		RENTS	111,120	-	111,120	Credit note to cancel invoice mostly offset by reduction in Bad Debt Provision
	MARMION HOUSE	CONTRIBUTION-COMMON SERVICES	(53,224)	-	(53,224)	SCC still occupying 5th Floor - were expected to move 01/04/21
AD Neighbourhoods	HOMELESSNESS STRATEGY	CONT TO RESERVES	123,850	20,000	103,850	HPG being allocated across different areas of Homelessness prevention and B&B costs, resulting in underspends within those codes to be put into reserve and used towards CAB, funding Housing Customer Temp post, Floating support etc
		GOVERNMENT GRANTS	(79,853)	-	(79,853)	
Chief Executive	JOINT WASTE ARRANGEMENT	REFUSE JOINT ARRANGEMENTS	(353,381)	(270,430)	(82,951)	Fees and charges now included in the contract fee

		MISC CONTRIBUTIONS	(31,225)	-	(31,225)	Based on Lichfield D C estimate position
AD Growth & Regeneration	OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(37,847)	-	(37,847)	Unstable year with regards to Gov policy on covid and a cautious budget approach, where income has exceeded expectations
	CASTLE & MUSEUM	CONT TO RESERVES	60,930	24,000	36,930	Reserves for kitchen & professional fees

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Growth & Regeneration	ECONOMIC DEVELOPMT & REGEN	GRANTS	(40,669)	(6,000)	(34,669)	Covid Grants
		CONT TO RESERVES	113,533	16,000	97,533	Town Centre Cabinet report to retain underspends
		GOVERNMENT GRANTS	(110,761)	-	(110,761)	
	COVID-19 BUSINESS SUPPORT TEAM	CONT TO RESERVES	(64,930)	-	(64,930)	Government grant to be allocated to Town Centre retained fund
		GOVERNMENT GRANTS	64,930	-	64,930	
AD Finance	BENEFITS	COUNCIL TENANT RENT REBATES	47,100	(35,050)	82,150	Based on DWP et final claim
	CORPORATE FINANCE	CIL NEIGHBOURHOOD PROJECTS	(35,000)	-	(35,000)	Funds not released
		CONSULTANTS FEES	(35,814)	-	(35,814)	Consultants Fees not spent
		CONT TO RESERVES	(582,800)	(787,220)	204,420	Additional contribution to reserve to fund 2021/22 NNDR collection fund deficit arising from expanded retail reliefs scheme (which will be needed in 2022/23 due to the collection fund deficit being funded in the following financial year, as part of the budget setting process for 2022/23)

		NNDR LEVY PAYMENTS	668,021	767,560	(99,539)	Additional levy payable due to business rates forecast growth in 2021/22
		MISC CONTRIBUTIONS	172,656	-	172,656	2020/21 levy return expected from pool subject to finalisation of NNDR audits
		CONTRIBUTION FROM RESERVES	34,360	(640)	35,000	Funds re CIL Neighbourhood Projects not released
		RECHARGE OF INSURANCE PREMIUMS	(84,207)	-	(84,207)	Savings as a result of insurance procurement exercise

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Finance	COVID-19	EQUIPMENT FURNITURE & MATERIAL	(45,000)	-	(45,000)	Offsetting other minor elements of expenditure e.g., salaries, temp staff and vehicle hire
		WIDER COMMUNITY SUPPORT	320,000	-	320,000	Final account working paper re various Covid 19 grants paid, offset by Government contribution
		ARG1 PAYMENT	120,303	-	120,303	
		ARG2 PAYMENT	116,000	-	116,000	
		ARG4 PAYMENT	300,000	-	300,000	
		BEIS ADDITIONAL RESTRICTIONS GRANT	373,849	-	373,849	
		ARG TAXI GRANTS	65,000	-	65,000	
		CONT TO RESERVES	100,000	40,000	60,000	Reserves for Revenues and Procurement resourcing
		GOVERNMENT GRANTS	(1,407,633)	(124,880)	(1,282,753)	Government Grants re Covid 19

		CONTRIBUTION FROM RESERVES	(87,510)	-	(87,510)	
	RECOVERY AND RESET	EQUIPMENT FURNITURE & MATERIAL	(41,000)	-	(41,000)	Offsetting other minor elements of expenditure e.g., salaries, temp staff and vehicle hire
		CONSULTANTS FEES	(121,828)	-	(121,828)	Funds not yet spent to be c/f in reserve
		CONT TO RESERVES	144,000	-	144,000	
	COUNCIL TAX	CONT TO RESERVES	42,805	-	42,805	Funds to be set aside for Benefits discretionary awards
Various			(407,468)	65,266	(472,735)	Other minor variances

Housing Revenue Account – Main Variances

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Operations & Leisure	CARETAKERS	SALARIES	119,583	84,290	35,293	Agreed overspend to be offset by underspends elsewhere
AD Assets	SERVICE CHARGES	SERVICE CHARGE	(345,080)	(37,400)	(307,680)	Accrual raised for s20 and cleaning/electricity charges
	REPAIRS CONTRACT	SALARIES	230,145	306,160	(76,015)	Underspend due to vacant post, £54k to be put into reserves to cover cost of temp staff
		CONT TO RESERVES	56,930	-	56,930	Reserves created from salaries underspend to fund temporary staff
AD Neighbourhoods	GENERAL	TENANTS CONTENTS INSURANCE	39,184	82,050	(42,866)	Procurement saving
		HOUSE CONDITIONS SURVEY	59,523	142,600	(83,077)	Housing condition surveys have not been completed, remaining amount to be put back into reserves and utilised in 2022/23
		CONT TO RESERVES	84,100	-	84,100	
	INCOME MANAGEMENT	SALARIES	375,349	406,120	(30,771)	Vacant Former Tenant Arrears post
Housing Repairs	REPAIRS CONTRACT	PENSIONS	(15,000)	15,000	(30,000)	This payment was part of settlement figure for previous Wates contract, the payment was made under responsive repairs
		COVID 19 COSTS	559,225	-	559,225	Unbudgeted spend, covid related repairs
		RESPONSIVE REPAIRS	1,023,616	1,500,000	(476,384)	Overestimated accruals at the end of 2020/21, also miscoded expenditure charged to capital
		VOIDS	1,178,881	1,400,000	(221,119)	
		LIFT MAINTENANCE	26,838	65,000	(38,162)	
		STAIRLIFT MAINTENANCE	13,059	45,000	(31,941)	
		MISC. (NON SPECIFIC)	86,905	175,000	(88,095)	Unpredictable spending on this line - ad hoc expenditure

		PLANNED MAINTENANCE	129,510	250,000	(120,490)	No planned maintenance carried out in 4th qtr
		RECHARGABLE WORKS	(69,267)	-	(69,267)	Unbudgeted income from tenants for recovery of repair costs

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
Housing Repairs	REPAIRS	CONT TO RESERVES	82,070	-	82,070	Reserves to continue with project for the fire and risk assessment carried out by Ridge and Partners and £30k for water pump project identified in 2021/22 but not completed
		WATER PUMPS HIGH RISE	-	50,000	(50,000)	
		FIRE SAFETY & RISK ASSESSMENT	22,933	75,000	(52,068)	
Page 58 HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	155,935	193,200	(37,265)	Reduction of arrears
		GENERAL CONTINGENCY	-	110,000	(110,000)	Unused contingency
		ITEM 8 DEBIT	2,686,870	2,745,430	(58,560)	Expected charge below budget
		REVENUE CONTRIBUTION TO CAPITAL OUTLAY	4,775,945	4,427,720	348,225	Affordable Rent contribution to capital reserve
		RENTS	(18,728,568)	(18,650,700)	(77,868)	Increased number of Affordable Rent properties
		GARAGE RENTS	(335,064)	(370,380)	35,316	High number of vacant garages, some linked to the garage development project

Significant variances identified resulting in a favourable change to net underspend of £1.235m

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Assets	SERVICE CHARGES	SERVICE CHARGE	(307,680)	14,478	(322,158)	Accrual raised for s20 and cleaning/electricity charges

	REPAIRS CONTRACT	CONT TO RESERVES	56,930	-	56,930	Reserves created from salaries underspend to fund temporary staff
AD Neighbourhoods	GENERAL	HOUSE CONDITIONS SURVEY	(83,077)	-	(83,077)	Housing condition surveys have not been completed, remaining amount to be put back into reserves and utilised in 2022/23
		CONT TO RESERVES	84,100	6,850	77,250	
Housing Repairs	REPAIRS CONTRACT	PENSIONS	(30,000)	-	(30,000)	This payment was part of settlement figure for previous Wates contract, the payment was made under responsive repairs
		RESPONSIVE REPAIRS	(476,384)	(170,000)	(306,384)	Overestimated accruals at the end of 2020/21, also miscoded expenditure charged to capital
		VOIDS	(221,119)	(15,000)	(206,119)	
		LIFT MAINTENANCE	(38,162)	-	(38,162)	
		STAIRLIFT MAINTENANCE	(31,941)	-	(31,941)	No planned maintenance carried out in 4th qtr
		PLANNED MAINTENANCE	(120,490)	-	(120,490)	
HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	(37,265)	55,000	(92,265)	Reduction of arrears
		GENERAL CONTINGENCY	(110,000)	-	(110,000)	Unused contingency
		REVENUE CONTRIBUTION TO CAPITAL OUTLAY	4,775,945	4,427,720	348,225	Affordable Rent contribution to capital reserve
		ITEM 8 DEBIT	(58,560)	-	(58,560)	Expected charge below budget
Various			163,676	481,322	(317,646)	Other minor variances

Capital Programme Monitoring

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
Chief Executive						
Joint Waste Service Additional Bins	95	-	(95)	95	95	Delivery delayed until April 2022
Service Area Total	95	-	(95)	95	95	
AD Growth						
Gungate Development	718	-	(718)	718	718	Ongoing discussions with County Council re land assembly. Budget likely to be spent next year, as currently going through approval process this year.
Castle Mercian Trail	96	69	(27)	27	96	The project has now been signed off by the Heritage Fund
Gateways	424	24	(400)	400	424	Further design and public consultation to be undertaken in Q1 22/23
Cultural Quarter - Carnegie Centre	3	5	2	-	5	Overspend on utilities authorised S151 Officer
Repairs to Castle Elevation	464	35	(429)	429	464	Cabinet approved additional budget Jan 22. Tender is pending outcome of legal process.
Castle Lighting	40	40	(0)	-	40	Now Complete
Off Street Car Parking Infrastructure Update	50	-	(50)	22	22	Cabinet approved preferred tender 9/9/21, slight delay due to Worldpay, £28k saving with remaining budget to be re-profiled to 22/23.
FHSF Castle Gateway	2,750	129	(2,621)	2,621	2,750	Revised spending profile submitted to DLUHC
FHSF Middle Entry	2,125	58	(2,067)	2,067	2,125	Revised spending profile submitted to DLUHC
FHSF College Quarter	8,783	2,204	(6,580)	6,580	8,783	Revised spending profile submitted to DLUHC
Service Area Total	15,454	2,563	(12,891)	12,864	15,427	
ED Organisation				-		
AD People				-		
Replacement It Technology	70	46	(24)	24	70	Previously planned spend e.g., on network refresh may be delayed pending R & R/Marmion House de-commissioning - budget to be re-profiled.

New Time Recording System 17/18	15	-	(15)	15	15	Funds to be re-profiled as commencement of project subject to Recovery & Reset
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GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
Self Service Customer Portal	45	18	(27)	27	45	Portal 'soft launch' go live achieved in January, remaining funds to be c/f for further development.
Member Device Refresh	3	1	(2)	2	3	Remaining budget to be used for purchase of replacement kit in 22-23
Asset Management Database	42	-	(42)	42	42	Additional modules are required but it not expected that this will be progressed until next year therefore funds to be re-profiled.
Mobile Phone Contract	-	-	-	-	-	Funds vired into new scheme for Replacement Back-Up System following Cabinet approval
V13 Income Management Systems & 3D Secure	27	5	(23)	23	27	System upgrade and move to Cloud - expected go live Oct 22
Replacement Back-Up System	51	51	(0)	-	51	Implemented January and project now complete
Service Area Total	253	121	(132)	132	253	
AD Operations & Leisure				-		
Wigginton Park Section 106	11	-	(11)	11	11	Volunteers returning to site, management plans being reviewed, spend anticipated within next 6 months
Broadmeadow Nature Reserve	18	6	(11)	11	18	Volunteers returning to site, management plans being reviewed, spend anticipated within next 6 month
Public Open Space Section 106	27	-	(27)	27	27	Allocated to Rainscar play area
Street Lighting	79	10	(69)	69	79	40-year plan, extension to scheme being submitted. To query works with Eon and if works have been completed
Local Nature Reserves	24	-	(24)	24	24	Management plans being reviewed to assess planned spend in 2022/23
Community Woodland Cycleway	-	-	-	-	-	Cabinet approved the merger of this scheme with Amington Community Woodland Jan 2022
Amington Community Woodland	762	5	(757)	757	762	Cabinet report approved. Tender process on hold due to waiting for final documentation from Redrow.
3G Sports Facility	-	(4)	(4)	-	(4)	Completed

Replacement Castle Grounds Play Area	374	373	(0)	-	373	Completed
Refurbishment Castle Grounds Tennis Courts	120	-	(120)	120	120	Specification final checks before tendering
Refurbishment of Play Areas	50	-	(50)	50	50	Released from capital contingency following Cabinet approval

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
Assembly Rooms Development	-	1	1	-	1	Anticipated extra £1k in costs pending review of legal case and evaluation to be completed
Indoor and Outdoor Sports Feasibility	100	-	(100)	100	100	Tender awarded. Awaiting first meeting, spend next year
Service Area Total	1,565	392	(1,172)	1,169	1,562	
ED Finance						
AD Finance						
Property Funds	8,131	4,083	(4,048)	-	4,083	Investments in property funds made at the end October. c.£4m capital fund and c.£4m treasury management investment therefore budget will underspend by £4m.
Solway Tamworth LTD LATC	4,000	-	(4,000)	4,000	4,000	Review underway to confirm viability of scheme post pandemic
Service Area Total	12,131	4,083	(8,048)	4,000	8,083	
ED Communities						
AD Assets						
Disabled Facilities Grant	1,467	617	(849)	849	1,467	Predicted underspend which needs to be reprofiled, as there is more work identified
Energy EFF Upgrade Commercial and Industrial Properties	72	-	(72)	-	-	This budget won't be spent this year - savings
Service Area Total	1,538	617	(921)	849	1,467	
AD Neighbourhoods						
CCTV Infrastructure	46	46	-	-	46	Payment made to West Midlands Combined Authority, no predicted outturn variance

Service Area Total	46	46	-	-	46	
GF Contingency						
Gf Contingency	-	-	-	-	-	Funds released following Cabinet approval.
Cont-Return on Investment	20	-	(20)	20	20	Budget to be re-profiled
GF Contingency Plant and Equipment	100	-	(100)	100	100	Budget to be re-profiled
Service Area Total	120	-	(120)	120	120	
GENERAL FUND TOTAL	31,201	7,823	(23,378)	19,230	27,053	

HOUSING REVENUE ACCOUNT	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
ED Communities						
AD Assets						
Structural Works	200	192	(8)	8	200	Underspend to be reprofiled
Bathroom Renewals	312	306	(5)	5	312	Underspend to be reprofiled
Gas Central Heating Upgrades and Renewals	974	335	(639)	639	974	To be reprofiled in full
Kitchen Renewals	1,114	905	(209)	209	1,114	Predicted underspend to be reprofiled
Major Roofing Overhaul and Renewals	1,111	1,197	86	-	1,197	Overspend - high amount of work carried out
Window and Door Renewals	441	489	48	-	489	Overspend, work on site exceeded initial plan
Neighbourhood Regeneration	977	710	(267)	267	977	Predicted underspend this year but projects are ongoing - to be reprofiled
Disabled Facilities Adaptations	860	401	(460)	460	860	To be reprofiled in full
Rewire	150	3	(147)	30	33	Jobs identified in March but not completed, approx. £30k to be reprofiled, rest as saving
CO2 / Smoke Detectors	124	-	(124)	124	124	Scheme identified but the contractor wasn't able to deliver the work before the end of the year, full amount to be reprofiled
Insulation	18	-	(18)	18	18	Work has been identified now and full amount to be reprofiled
Renew High Rise Lifts	243	-	(243)	243	243	To be reprofiled in full, it was expected that the Eringden lift would be worked on in March but there is a delay in delivery of this project

Replace High Rise Soil Stacks	1,750	9	(1,741)	1,741	1,750	It was planned to start before the end of March 22 but it won't be completed till next year
Fire Upgrades to Flats 2012	100	0	(100)	-	0	Savings, the project will be funded from the 2022/23 budget
Sheltered Schemes	184	72	(113)	113	184	To be reprofiled, schemes identified but not completed
Energy Efficiency Improvements	70	-	(70)	-	-	Ad hoc budget, work identified towards the end of March but not completed - to be reprofiled in full
Install Fire Doors High Rise	1,460	967	(493)	493	1,460	Works on-going, to be reprofiled in full
High Rise Ventilation System	120	-	(120)	120	120	Linked to soil stacks project, will need reprofiling
Retention of Garage Sites	750	110	(640)	640	750	Project runs into 22/23 so any underspend will need to be re-profiled
Capital Salaries	200	185	(15)	-	185	-

HOUSING REVENUE ACCOUNT	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
Software Fire Safety Surveys	90	-	(90)	90	90	Not going to be spent this year - will need re-profiling
HRA Street Lighting	69	27	(42)	42	69	Any underspend will need to be re-profiled.
Asset Management Software HRA	69	43	(26)	26	69	Project ongoing, any underspend to be reprofiled
Telecare System Upgrades	36	-	(36)	36	36	Works have been identified but won't be completed this year - to be reprofiled
Kerria Estate Project	103	14	(88)	88	103	Final CPO settlements still being negotiated, to be reprofiled in full.
Other Acquisitions	599	541	(58)	58	599	Underspend to be reprofiled to Regeneration & Affordable Housing
Regeneration & Affordable Housing	7,725	3,483	(4,242)	4,242	7,725	Wilnecote scheme submitted to planning but works unlikely to commence until late 21/22, also additional £500k identified as underspend to be reprofiled.
Caledonian Depot New Build	1,508	2	(1,506)	1,506	1,508	Most spend being in 22/23.
Service Area Total	21,358	9,993	(11,365)	11,198	21,190	
HRA Contingency						
HRA Contingency	100	-	(100)	-	-	-
Service Area Total	100	-	(100)	-	-	

HRA Total	21,458	9,993	(11,465)	11,198	21,190	
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Corporate Scrutiny Committee

21st June 2022

Quarter Four 2020/21 Performance Report

Additional information requests

Due dates on workstreams.

Where the due date has passed and the status is green i.e. on track and in control should this workstream be regarded as completed?

If it isn't completed a revised due date should be shown.

Individual project update reports at Appendix 1 to be amended to reflect this.

There was some concern expressed about two years ago that when the Government stopped paying rent directly to the local authority and paid it to the tenant instead to pay to the local authority that this would result in an increase in rent arrears. Are there any figures available on the impact on rent arrears that this change has had?

Universal Credit is for people who are on a low income or out of work. It is usually paid as a single monthly payment to a whole household, and can include help towards housing costs. It is normally paid directly to claimants, and it is their responsibility to pay their rent themselves. Universal Credit will consider a number of factors and evidence provided to decide if an Alternative Payment Arrangement (APA) is appropriate. This criteria is usually focused on factors such as homelessness, substance use, mental health problems, recent release from prison etc. The first payment of Universal Credit is usually received, one month and seven days, after a tenant submits their claim and as already stated tenants will be responsible for paying the rent unless they are unable to manage their finances, effectively.

Increase in rent arrears and the potential impact of Universal credit:

	End of year arrears	UC claimants per year - cumulative	Average debt of 5 week payment wait at average rent £85.52	Average debt of 5 week payment wait at average rent £87.97 for 2020/21 and £89.25 for 2021/22
2017/2018	£434,272.02	445	£190,282	
2018/2019	£494,412.73	645	£275,802	
2019/2020	£507,450.79	1072		£471,519.20
2020/2021	£481,375.48	1449		£637,342.65
2021/2022	£518,767.64	1617		£721,586.25

Note: During 2018/19 some applicants waited a 10 week period for their UC payment so the above UC arrears figure for 2018-2019 could in fact conclude higher

Universal Credit is paid, in arrears, directly into the tenant's bank account. The first payment is usually received, one month and seven days, after a tenant submits their claim. Tenants will be responsible for paying the rent, to the landlord, unless they are unable to manage their finances, effectively.

Potential Universal Credit debt for a 5 week payment wait for ALL 1617 UC claimants, as above, is **£721,586.25**

Potential Universal Credit debt for a 5 week payment wait for 749 UC claimants, as below, currently in rent arrears is **£334,241.25**

	End of year arrears	UC claimants per year in RENT ARREARS - cumulative	Average debt of 5 week payment wait at average rent £85.52	Average debt of 5 week payment wait at average rent £87.97 for 2020/21 and £89.25 for 2021/22
2017/18	£434,272.02		£190,282	
2018/19	£494,412.73	443	£189,426	
2019/20	£507,450.79	663		£291,620
2020/2021	£481,375.48	680		£299,098
2021/2022	£518,767.64	749		£334,241

It should be noted that there is now on average between 50-70 new UC cases per quarter. If this trend continues on a quarterly basis, UC arrears could contribute to a potential £31,237 per quarter, £125,00 per year. Every case where a claimant is waiting 5 weeks for payment, costs the Council on average £446.25 (£89.25 average rent x 5 weeks).

Increase in rent arrears and the potential impact of Universal credit for 2021/2022:

5 weeks for UC payment@ average rent £89.25 (£446.25)		
There is an average increase of between 50-70 new UC cases per quarter		
	Increase per quarter 2020/2021	Increase per year 2020/21
Increase of 50 UC cases per quarter	£22,313	£89,250
Increase of 60 UC cases per quarter	£26,775	£107,100
Increase of 70 UC cases per quarter	£31,237	£124,950

Areas that Corporate Scrutiny Committee felt should be brought to Cabinet's attention

Net Zero Carbon – Are there any milestones before 2050?

The Leader confirmed that consultants have been appointed and we are awaiting their response so we can ascertain our net zero carbon base; this should be received within the next two months. This will give us direction on:

- Our areas of focus,
- What we can/can't control,
- Areas we can influence,
- Provide a comparison with similar local authorities bearing in mind that we have our own housing stock which contributes to our net zero carbon base.

The Customer Portal project is showing as not on track but in control. Can this now be regarded as on track and in control given the portal was now live?

The Leader confirmed that the portal was now up and running.

When will there be a front facing reception where customers can go to?

There was a Board meeting at the beginning of July and an update was provided at this meeting. The Leader agreed to provide this update to Corporate Scrutiny Committee when it was available.

Is there a threshold figure if we get up to so many people on Universal Credit when we would be concerned?

A threshold figure was not set as it wasn't seen as the issue. The issue was the impact on council services i.e.increased demand and the impact on revenue streams i.e, people's ability to pay rent and council tax.